

The role of emotional intelligence in predicting burnout and job satisfaction of Greek lawyers

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ABSTRACT:

The present study aims at investigating the role of trait emotional intelligence (EI) in predicting burnout and job (dis)satisfaction in lawyers. Ninety-two Greek lawyers, who were practicing law in the First Instance Court, were asked to fill in a package of questionnaires including the Wong Law Emotional Intelligence Scale, the Maslach Burnout Inventory, the Professional Motives Inventory, which measured the motivating factors according to Herzberg's dual factor theory, and part of the Employee Satisfaction Inventory, which measured the dissatisfying factors in lawyers' jobs. Personal (age, gender, marital status) and occupational (years of experience, job status, hours of work per day) data were also collected. Results demonstrated that Greek lawyers reported moderate levels of burnout and job (dis)satisfaction. A series of multiple regression analyses showed that burnout dimensions were predicted by EI factors (emotion regulation and self- or others' emotions appraisal) as well as age, working hours and professional experience. In predicting the job satisfaction dimensions, others' emotions appraisal and emotion regulation, as well as job status, were significant. Overall, trait EI appeared as a significant factor protecting lawyers from burnout and job dissatisfaction and enhancing their job satisfaction.

Key words: burnout, emotional intelligence, job satisfaction, lawyers

INTRODUCTION

Literature regarding the legal profession shows that job demands of lawyers are major sources of stress which may often lead to work non-work interference [1]. As a result of their intense interactions with clients, burnout is very likely to arise in lawyers. Research in other professions indicate that an increased level of burnout is most likely to result, sooner or later, in job dissatisfaction [2-3]. Emotional intelligence (EI) appears to play a significant role in key organizational outcomes including stress and job satisfaction [4-5]. Empirical evidence suggests that certain components of EI influence or predict job satisfaction [6-8] and burnout dimensions [9-10]. Moreover, it is proposed that EI has a protective effect regarding occupational stress [11]. Although the relationship between EI, burnout and job satisfaction have been studied in several professions, no relevant research has been carried out in the legal profession. The present study aims at investigating the role of EI dimensions in predicting burnout and job satisfaction among Greek lawyers. In what follows, we will first review research concerning EI, burnout and job satisfaction in the legal profession and, subsequently, we will present the methodology and the results of the study.

Emotional intelligence

Trait EI concerns people's self-perceptions of their own emotional abilities and skills, personality characteristics and behavioral dispositions that influence their ability to cope successfully with environmental demands and pressures [12-13]. According to Petrides and his colleagues [14], the construct can alternatively be labelled as trait emotional self-efficacy; it is located at the lower levels of personality hierarchies and it is measured via self-

reports. Research evidence has shown that EI is related, directly or indirectly, to better adjustment or success in academic, personal, social or occupational settings [15-16]. Also, high EI is associated with lower levels of anxiety and depression [17], occupational stress [18-19] and burnout [10] and with higher levels of job satisfaction [4, 6, 8]. In some professions, such as in mental health professionals [20] and in teachers [9, 10, 21], trait EI emerged as an important personality-level predictor of burnout and job satisfaction. In the legal profession, trait EI has not been extensively studied, although some writers [22] support the notion that EI may affect the experience of burnout and job satisfaction in lawyers.

Burnout

Burnout is described as a physical, emotional, and mental exhaustion caused by long-term involvement in situations that are emotionally demanding [23]. Although early research work on burnout was conducted in professions related to human care and service, it is now recognized that burnout occurs in a wide range of human service employees, including lawyers [1, 24]. Professionals who are 'burned out' may experience one or more of the three components of the burnout syndrome [25]. Usually, burnout starts with a feeling of being emotionally overextended and drained by the intense contact with clients and colleagues (emotional exhaustion); jobholders, such as lawyers, whose work is very demanding and presupposes high arousal states, are more susceptible to emotional exhaustion [24, 26]. In turn, this may lead professionals to negative, dehumanizing attitudes and cynical responses toward their clients, such as loss of empathic concern (depersonalization). Finally, it results in negative (self- or others') evaluation of

performance and achievement in their job, poor professional self-concept and feelings of inefficacy (reduced sense of personal accomplishment).

The legal profession requires frequent interaction with clients, careful analyses of occasionally very complex legal issues, high decision latitude and high psychological demands [27]. As the number of lawyers increases, competition in the legal profession is growing, adding more pressure and stress to those working with the law. In spite of the widespread acknowledgement that legal profession can be very stressful, even detrimental to health and personal life [1], empirical study of lawyers' burnout is sparse in the international literature. Research evidence from U.S.A. [24] and Taiwan [27] reveal that lawyers experience relatively higher occupational stress and burnout compared with the national average of the working people. Especially litigious lawyers appear to have a greater risk of client-related burnout than non-litigious lawyers, as the former experience a frequent face-to-face personal contact and confrontation [27].

In a study of Greek lawyers [28], several personal and occupational parameters, such as age, gender, marital status, working hours per day, have been found to relate to lawyers' burnout or occupational stress. Age was negatively related to depersonalization, suggesting that younger lawyers are more likely to experience higher depersonalization in their work. Gender did not relate significantly to burnout but marital status did. Specifically, married lawyers (or those having a steady relationship) reported lower scores in depersonalization and higher scores in personal accomplishment than single ones. Similarly, lawyers who practiced law in their own office or firm reported lower depersonalization and higher personal accomplishment than those who were employed by other firms or offices. Consistent to earlier evidence [29], working hours per day did not appear to relate to burnout, suggesting that work load itself is not included among the potential sources of burnout or work spillover. Finally, based on relevant research in other professions, e.g., teachers, [30], it is assumed that lawyers' burnout is negatively associated with satisfaction with various aspects of their job [31].

Job satisfaction

Job satisfaction is an attitude that people form towards their job or work environment by taking into account their feelings, beliefs and behaviors, and describes to the extent to which they like their job [32-33]. The level of job satisfaction reflects - and is affected by - employees' work experiences as well as their present situation and future expectations. Job satisfaction is an attitude very sensitive to the features of the context in which it is studied. There is no model of job

satisfaction applicable to all work settings as there are no general truths regarding the factors and the mechanisms accounting for such an elusive and subjective concept.

Most relevant theories consider satisfaction and dissatisfaction as the two poles of a continuum, with one increasing as the other diminishes. Herzberg [4], however, argued they are independent phenomena, because the factors causing satisfaction are different from those causing dissatisfaction. He proposed a two-factor model of motivation which distinguishes between the job motivating factors that are related to satisfaction and the hygiene factors, which are related to dissatisfaction [35]. Motivating factors, or motivators, arise from intrinsic conditions of the job itself, such as achievement, recognition, responsibility, advancement, interest about job, and lead to job satisfaction. Hygiene factors, or dissatisfiers, refer to extrinsic job characteristics, such as reasonable pay, security, pleasant work conditions, supervisory practices that, if present at one's work, prevent one from experiencing dissatisfaction. In Herzberg's dual factor motivation theory, the presence of gratifying job characteristics, such as the motivators above, can contribute to job satisfaction. Their absence, however, does not appear to lead to unhappiness and job dissatisfaction. On the other hand, dissatisfaction results when a reasonable level of hygiene factors is not met. Again, abundance of such factors does not lead to higher job satisfaction. Consequently, to increase job satisfaction and motivate an employee to higher performance, factors concerned with the nature of the work itself (the motivators) should be taken into account; reducing dissatisfaction entails focusing on factors concerned with the job environment (the hygiene factors or dissatisfiers) [36].

Regarding lawyers' satisfaction from their job, two bodies of research evidence can be noted in the relevant literature [37]. The first reflects the most popular view that lawyers experience great levels of dissatisfaction with their jobs. In this body of work, lawyers are presented as "unhappy, unhealthy, and unethical" and prone to depression, anxiety, alcoholism, drug abuse, physical illness, divorce, and suicide [38]. In sharp contrast to this, the second body of research argues that lawyers - including women and minority lawyers - are not as dissatisfied with their jobs as the popular literature claims [39]. Rather, it is shown that lawyers report at least moderate levels of satisfaction with their job [40]. Taken together, it seems that lawyers experience both dissatisfaction and satisfaction with various aspects of their job. Following Herzberg's theory, we assume that the first body of evidence reflects a significant lack of hygiene factors in the legal profession that may cause dissatisfaction, while the second implies the presence

of gratifying motivating factors, which may lead to job satisfaction [36]. In the present study, various hygiene factors (such as satisfaction with work conditions, pay, etc.) and motivating factors (e.g., achievement, responsibility, and recognition) in lawyers' job are assessed.

AIMS AND HYPOTHESES OF THE STUDY

As reviewed above, burnout and job satisfaction have not been comprehensively studied in lawyers. The present study aimed to contribute to the empirical research by examining, firstly, the levels of experienced EI, burnout and job (dis)satisfaction, in terms of motivating and hygiene factors, in a sample of Greek lawyers. In line with previous evidence in the legal profession (24, 27], we assumed that Greek lawyers experience relatively high levels of burnout (hypothesis 1).

The main aim of our study was to investigate the role of trait EI in predicting the levels of lawyers' burnout and job satisfaction. Following evidence from other professions regarding the sources that may affect burnout and job satisfaction of lawyers, it is assumed that three sets of factors are involved: (a) environmental and contextual elements: workload and time pressure, diversity of job-related tasks, low income, work conditions, role conflict, etc. (22, 24, 29], (b) personal and occupational factors such as age, gender, years and status of practice, family status and concerns about the consequences of having children [1, 41-44] and (c) personality characteristics. Research regarding the latter is sparse in lawyers. For example, Hagan and Kay [1] examined the depressed or despondent feelings in relation to their job satisfaction. In other professions, trait EI was found to affect the experience of burnout and job satisfaction of teachers [9-10] and mental health professionals [20]. Some writers assume that this may also happen in lawyers [22]. To test for this, we hypothesized that one or more of the trait EI dimensions would predict the burnout dimensions (hypothesis 2) as well as the job satisfaction dimensions (hypothesis 3). Also, based on earlier evidence [28], we hypothesized that personal and occupational factors, such as age, professional experience, working hours per day, job status, etc., would also predict burnout (hypothesis 4) and job satisfaction dimensions (hypothesis 5).

METHOD

Participants

Ninety-two Greek lawyers, 40 (43%) males and 52 (57%) females, participated in this study. They were all practicing law in the First Instance Court of Thessaloniki and were members of the Lawyers Association of Thessaloniki. There were 40 (43%) males and 52 (57%) females. Their age varied from 25–65 years, with a mean of 35.7 years ($SD = 8.45$);

their professional experience as lawyers ranged from 1–35 years, with a mean of 10.9 years ($SD = 8.9$). Of the practicing lawyers sample, 62 (67.4%) practiced law in their own firm or office while 30 (33.6%) were employed by law firms or offices. In relation to their marital status, 51 (55.4%) reported being married or had a relationship and 41 (44.6%) were single, divorced or widowed. According to their self-reports, participants worked on average 1-16 hours a day with a mean of 9 hours.

Research instruments

Participants were asked to complete a package of self-report questionnaires which aimed to measure their burnout syndrome, job satisfaction and emotional intelligence. The scales used for these measurements are described below:

Emotional Intelligence. To measure emotional intelligence, we used the Wong Law Emotional Intelligence Scale (WLEIS) that was developed by Wong and Law [45] and translated in Greek by Kafetsios and Zampetakis [21]. The scale consists of four dimensions which are consistent with Mayer and Salovey's definition of EI [46]. Participants are presented with 16 self-referencing items and they are asked to rate the extent to which they (dis)agree with each item on a five-point scale, ranging from 0 = strongly disagree to 4 = strongly agree.

To evaluate the factorial structure of the WLEIS, exploratory factor analysis using varimax rotation was applied. After removing two misfitting items from the initial model, a four-factor solution was produced accounting for 66.26% of the total variance. The four factors of the model (which is presented in Table 1) are identified as follows (internal consistency of each factor is shown in parentheses): (a) *Self-Emotion Appraisal (SEA)* (4 items, $\alpha = .86$) assesses an individual's self-perceived ability to understand their emotions. (b) *Others' Emotion Appraisal (OEA)* (3 items, $\alpha = .79$) assesses a person's tendency to be able to perceive other peoples' emotions. (c) *Use of Emotion (UOE)* (4 items, $\alpha = .67$) concerns the self-perceived tendency to motivate oneself to enhance performance. (d) *Regulation of Emotion (ROE)* (3 items, $\alpha = .74$) concerns individuals' perceived ability to regulate their own emotions. These results are in line with previous studies [21, 45, 47] and indicate that the scale can serve as a reasonable estimate of the EI dimensions described in the Mayer & Salovey EI model and that the dimensions, in turn, can represent an underlying multidimensional EI. The internal consistency for the scale containing all the 16 items was $\alpha = .83$.

(Cronbach's $\alpha = 0.83$). The mean of the six items mean was used to assess the dissatisfying factors of Greek lawyers.

Burnout. The Greek version of the Maslach Burnout Inventory (MBI) [25] translated and adjusted by Kokkinos [47] was used to evaluate the lawyers' burnout syndrome. It consists of 22 items which assess the three components of burnout: emotional exhaustion, depersonalisation and reduced personal accomplishment. Participants were requested to evaluate each item in terms of the frequency of their feelings ranging from 0 (never) to 6 (every day).

To investigate the structure of the MBI, exploratory factor analysis using varimax rotation was applied on the 22 items. After removing five misfitting items from the initial model, a three-factor solution was produced accounting for 61.02% of the total variance. The three factors of the model (which is presented in Table 2) are described as follows (internal consistency of each factor is shown in parentheses): The first factor refers to *emotional exhaustion* (6 items, Cronbach's $\alpha = .91$), the second to *depersonalization* (6 items, Cronbach's $\alpha = .82$), and the third to *lack of personal accomplishment* (5 items, Cronbach's $\alpha = .75$). This solution resembles the original model of Maslach et al. [25], supporting the validity of the scale for measuring the burnout syndrome of Greek lawyers.

Job Satisfaction. Satisfaction of Greek lawyers with their job was assessed in relation to the motivating factors and the hygiene factors that Herzberg describes in his theory of motivation. Specifically, to explore motivators in Greek lawyers' job, we used the Professional Motives Inventory (PMI), which was developed by Everard & Morris [49]. It contains 16 items that assess satisfaction in relation to professional motives such as achievement, responsibility, recognition, advancement, job interest, and personal growth. The participants responded to each item on a six-point scale, ranging from 0 (almost never) to 5 (almost always). Exploratory factor analysis revealed that a uni-factorial structure can best describe the variance of PMI. Reliability of PMI was very satisfactory, with Cronbach's $\alpha = 0.88$. Consequently, the mean of the items means was computed for each participant in order to evaluate their motivating factors in their job.

The hygiene (dissatisfying) factors in Greek lawyers' job were assessed with six items taken from the Employee Satisfaction Inventory (ESI) that was developed by Koustelios and Bagiatas [50] to measure job satisfaction of Greek employees in six job-related dimensions. In our study, three couples of items were used referring to satisfaction with the work conditions, the job itself and the pay, respectively. Participants were asked to respond to each item on a six-point scale, with higher scores indicating greater frequency of occurrence of the particular experience or feeling. Internal consistency of the ESI items was satisfactory

Table 1: Principal components factor analysis with varimax rotation of the WLEIS

Items	Factors			
	SEA	OEA	UOE	ROE
EI16	0.866			
EI8	0.849			
EI4	0.811			
EI12	0.745			
EI6		0.842		
EI2		0.817		
EI14		0.801		
EI5			0.756	
EI3			0.729	
EI11			0.659	
EI7			0.646	
EI1				0.844
EI9				0.728
EI13				0.688
Percent of explained variance	22.13	15.44	14.96	13.73

Note: Items with factor loading $> .040$ were used as a basis for explaining the four factors.

Table 2: Principal components factor analysis with varimax rotation of the MBI

Items	Factors		
	Emotional exhaustion	Depersonalization	Lack of personal accomplishment
Burnout2	0.895		
Burnout8	0.891		
Burnout3	0.847		
Burnout1	0.818		
Burnout14	0.741		
Burnout20	0.626		
Burnout7		0.777	
Burnout19		0.772	
Burnout9		0.770	
Burnout17		0.726	
Burnout18		0.683	
Burnout4		0.573	
Burnout5			0.834
Burnout15			0.695
Burnout22			0.682
Burnout11			0.622
Burnout10			0.569
Percent of explained variance	24.96	20.35	15.71

Note: Items with factor loading $> .040$ were used as a basis for explaining the four factors.

Table 3: Means and standard deviations of the trait EI, the burnout and the job satisfaction dimensions

Variables	Mean	Std. Deviation
<i>Trait EI</i>		
SEA	2.57	0.83
OEA	3.01	0.58
UOE	2.77	0.64
ROE	3.11	0.67
<i>Burnout</i>		
Emotional exhaustion	3.02	1.11
Depersonalization	3.67	0.83
Reduced pers. accomplishment	1.75	0.93
<i>Job satisfaction</i>		
Hygiene factors	2.54	1.07
Motivators	2.60	0.68

RESULTS

First, descriptive statistics of the factors of each scale were computed to explore the levels of the trait emotional intelligence, burnout and job satisfaction dimensions of the participants. As Table 3 shows, Greek lawyers perceived as quite high their abilities of emotion regulation ($M = 3.11$ on a scale ranging from 0 to 4), others' emotion appraisal ($M = 3.01$), self emotion appraisal ($M = 2.57$) and use of emotions ($M = 2.77$). Regarding burnout dimensions, they reported moderate levels of depersonalization ($M = 3.67$, on a scale from 0 to 6) and emotional exhaustion ($M = 3.02$) and low lack of personal accomplishment ($M = 1.75$). Finally, in job satisfaction dimensions, lawyers reported moderate levels of both hygiene factors and motivating factors ($M = 2.54$ and $M = 2.60$, respectively, on a scale from 0 to 5). In conclusion, descriptive analysis indicates that, according to their self-reports, Greek lawyers have fairly high trait EI and sense of personal accomplishment, they experience moderate levels of depersonalization and emotional exhaustion (that is, hypothesis 1 regarding their levels of burnout was rejected), and they report moderate dissatisfaction and motivation with their job.

Next, two hierarchical regression analyses were conducted with the aim of examining which of the demographic and occupational variables and the EI factors can significantly predict burnout and job (dis)satisfaction dimensions, respectively, in Greek lawyers. In the first analysis, hypotheses 2 and 4 were tested that referring to the role of trait EI and demographic and occupational variables, respectively, in predicting burnout dimensions and, in the second, hypotheses 3 and 5 were tested referring to prediction of job satisfaction variables. The demographic and professional variables were entered into both of the equations as control variables. These were age, marital

status, years of experience in practicing law, working hours per day, and job status of the participants (namely, whether they practiced law in their own firm or office or whether they were employed by other law firms or offices). In the second step, the EI factors were entered. Thus, any statistically significant contribution of the EI factors above and beyond the demographic and occupational variables would indicate the added value of trait EI in predicting Greek lawyers' burnout and job satisfaction. The multiple regression models are presented in Table 4.

With regard to emotional exhaustion, the multiple regression model was significant, $F(9,82) = 2.46$, $p < 0.05$, and it accounted for 13 percent of the explained variance (adj. R^2). In the first step it was found that the long daily working hours of lawyers can predict higher emotional exhaustion. Regarding EI factors, others' emotion appraisal was revealed as the only significant predictor, suggesting that higher self-perceived ability of assessing others' emotions predicts higher level of lawyers' emotional exhaustion.

In predicting depersonalization, the multiple regression model was significant, $F(9,82) = 5.78$, $p < 0.01$, and it accounted for 20 percent of the explained variance (adj. R^2). The entry of demographic and professional variables in the first step of the equation did not contribute significantly to predicting depersonalization. In the next step, regulation of emotion was revealed to be a significant predictor of lawyers' depersonalization. Regarding personal accomplishment, age, professional experience and working hours per day emerged as significant predictors.

According to these results, older age predicts a higher sense of personal accomplishment, while higher professional experience and longer working hours per day predict reduced sense of personal accomplishment. In the next step of the equation, higher self-emotion appraisal and higher regulation of emotion predicted a lower sense of personal accomplishment. The multiple regression model was significant, $F(9,82) = 6.86$, $p < 0.001$, accounting for 37 percent of the variance.

In summary, as results indicate, hypotheses 2 and 4 were in a great extent confirmed for sense of personal accomplishment, as it was extensively predicted by two trait EI and three personal and occupational factors. Also, our hypotheses were confirmed to some degree for emotional exhaustion (as it was predicted by one occupational and one EI factor) and to a lesser degree for depersonalization (as it was predicted only by a EI factor).

Table 4: Hierarchical regression analyses

	R ²	Adj ΔR ²	ΔR ²	ΔF	β	t
Emotional exhaustion						
<i>Step 1</i>						
Working hours per day	0.10	0.05	0.10	1.86	0.23	2.12*
<i>Step 2</i>						
Others' emotion appraisal	0.21	0.13	0.12	3.00*	0.29	2.72**
Deprsonalization						
<i>Step 2</i>						
Regulation of emotion	0.39	0.32	0.14	4.74**	0.39	3.52**
Reduced sense of personal accomplishment						
<i>Step 1</i>						
Age					-0.50	-2.41*
Professional experience					0.33	2.92**
Working hours per day	0.28	0.24	0.28	6.69**	0.20	2.03*
<i>Step 2</i>						
Self emotion appraisal					-0.25	-2.59*
Regulation of emotion	0.43	0.37	0.15	5.37**	-0.26	-2.47*
Hygiene factors						
<i>Step 1</i>						
Job status	0.30	0.26	0.30	7.30**	-0.36	-3.19**
<i>Step 2</i>						
Others' emotion appraisal	0.36	0.28	0.06	1.81	-0.23	-2.34**
Job motivators						
<i>Step 1</i>						
Job status	0.29	0.24	0.29	6.89**	0.36	-2.56
<i>Step 2</i>						
Others' emotion appraisal					0.25	-2.56*
Regulation of emotion	0.37	0.30	0.81	2.64*	0.27	2.42*

Note: * $p < 0.05$; ** $p < 0.001$

Subsequently, the multiple regression models of the job satisfaction dimension will be presented. First, with regard to hygiene factors, the multiple regression model was significant, $F(9,82) = 5.01$, $p < 0.001$, and it accounted for 28 percent of the variance. In the first step of the equation, only job status was a significant predictor, suggesting that the lawyers who practiced law in their own firm or office reported higher levels of hygiene factors than the lawyers who were employed by a firm or an office. In the second step, others' emotion appraisal was found to contribute significantly to predicting job dissatisfiers. Specifically, higher ability in others' emotion appraisal predicted lower levels of hygiene factors in their job.

Regarding the second dimension of job satisfaction, job status was again found to predict the reported level of motivating factors; that is, the lawyers who practiced law in their own firm or office reported higher levels of motivating factors than the lawyers who were employed by a firm or an office. In the next step, others' emotion appraisal and regulation of emotion contributed significantly to predicting job motivators. Specifically, higher appraisal of others' emotion predicted lower levels of motivating factors, whereas higher emotion regulation predicted a higher level of motivating factors in lawyers' job. The multiple regression model was significant, $F(9,82) =$

5.29, $p < 0.001$, accounting for 30 percent of the variance.

In conclusion, the one dimension of job satisfaction was predicted by one occupational and two EI factors, whereas the other was predicted by one occupational and one EI factors. Our hypotheses 3 and 5 were confirmed to some degree for job motivators and to a lesser degree for hygiene factors, respectively.

DISCUSSION

The present study extends an emerging body of research regarding self-perceived levels of EI, burnout and job (dis)satisfaction of lawyers, as well as the predictive power of EI dimensions for burnout and job satisfaction in the legal profession. Although the important role of EI in lawyers' job has been hypothesized [22], no relevant empirical study can be found in the literature. The present study is a first attempt to investigate lawyers' perceived trait EI, through the use of a self-report measure of EI (WLEIS) [45] which has confirmed its psychometric properties and utility for a non-English speaking culture [21]. The results demonstrated that Greek lawyers perceive their EI as quite high, especially their abilities of emotion regulation and others' emotion appraisal. This

evidence is rather ordinary, since relevant studies in other professionals (e.g., teachers [10, 51], psychotherapists and prisoners [52]) have also demonstrated that all groups tend to report fairly high levels of EI (or, slightly higher than the middle of the scale in the case of the prisoners) indicating that this is a common tendency for people.

Contrary to what we hypothesized, based on scarce relative findings, Greek lawyers reported moderate levels of depersonalization and emotional exhaustion and a high sense of personal accomplishment, contrary to our hypothesis 1. Despite the fact that their job is very demanding and it entails continuous, intense and often conflicting interactions with other people, Greek lawyers do not perceive it as overwhelmingly stressful, as the Maslach & Jackson model [26] would assume. Since no empirical data of burnout measured with the MBI exist in the international literature, conclusions regarding burnout of Greek lawyers in comparison with their peers of other nationalities can not be drawn. Obviously this issue needs further investigation; at present, it is sufficient to underline that other Greek professionals, such as health professionals [20] and teachers [30], also report moderate levels of burnout, whereas their Northern European or American peers experience significantly higher burnout. Apart from the specific job characteristics in each country that may account for this discrepancy, cultural characteristics should also be investigated. For example, it may be that professional life in Greece is not (yet) as competitive as in other European or American societies. Also, it could be that the quality of social interactions of Greek lawyers (i.e., personal and close relations with clients, peers, friends and family) reinforce their sense of professional and personal efficacy and achievement and compensate for many of the stressful feelings they might be experiencing in relation to their job. As previous research has shown [24, 37], social support, social status and professional status can influence the perceived level of lawyers' job satisfaction and burnout through their sense of personal accomplishment. Finally, the fact that measures taken with the MBI often underestimate the levels of burnout experienced by various Greek professionals may imply that other inventories or theoretical models should be sought after to better assess perceived burnout in the Greek and probably other similar cultures, than the Maslach theory or/and inventory do. A similar concern stated by Tsai et al. [27] (p. 444), is that MBI "mixes the individual state, coping strategy, and the effect of burnout syndrome, as well as the difficulty of answering questions originally designed for Americans"

Finally, regarding job satisfaction dimensions, participants reported moderate scores in both hygiene factors and motivating factors. In Herzberg's theory,

this indicates that Greek lawyers are not dissatisfied with their work, since at least some job requirements are fairly met (such as satisfaction with their job itself and work conditions). At the same time, Greek lawyers are not satisfied either, since they disclose modest satisfaction with motivation factors in their job (such as responsibility, advancement, job interest). These findings are consistent with results from previous studies summarized earlier [37, 39]. Taken into consideration all the above, one may conclude that lawyers are not as dissatisfied with their jobs as popular literature seems to imply [38]; they do not experience high levels of burnout, while their satisfaction in terms of motivating and hygiene factors in the job is moderate. This evidence is partially supported by the study of Chan, Lai, Ko and Boey [50] who have shown that lawyers' professional stress is linked to bureaucracy and the intense interaction in the court rather than to work conditions while, at the same time, lawyers enjoy significantly higher autonomy compared to other professionals.

The present study also aimed at testing a predictive model of each of the burnout and the job (dis)satisfaction dimensions in the legal profession. In keeping with previous studies (reviewed in the introduction), each model involved as predictors of the above variables a number of personal factors (such as age and marital status) and occupational factors of the lawyers (such as professional experience, job status and working hours). In predicting burnout, the regression analysis showed that the personal (i.e., age) and occupational factors (i.e., professional experience and working hours per day) significantly predicted emotional exhaustion and personal accomplishment, confirming to some or lesser degree hypothesis 4. Interestingly, depersonalization was not predicted by any personal or occupational factor. In predicting the level of hygiene factors and job motivating factors, only job status was revealed as a significant predictor, confirming partially hypothesis 5. Overall, these findings are in line with previous studies that found a significant contribution of personal and occupational factors in predicting burnout and/or job (dis)satisfaction. For example, (Jackson et al. (1987) found that the perceived quantity of workload, role conflict, supervisor's behavior and lack of participation in decision making are significant predictors of lawyers' burnout.

Secondly, in the models we tested, we assumed that personality variables, such as the trait EI factors, would also predict burnout and job (dis)satisfaction in Greek lawyers. After controlling for the personal and occupational variables, regression analysis showed that regulation of emotion significantly predicted depersonalization and personal accomplishment; others' emotion appraisal predicted emotional

exhaustion; in addition, personal accomplishment was predicted by self-emotion appraisal. These results were in line with hypothesis 2. Regarding job (dis)satisfaction, others' emotion appraisal predicted both the level of hygiene and job motivating factors; the latter was also predicted by emotion regulation. Hypothesis 3 was at least partially confirmed by these results. In summary, it was found that appraisal of emotion of self or others and regulation of emotion affect burnout and job (dis)satisfaction of Greek lawyers, while use of emotion does not have any impact. This implies that, although trait EI determines lawyers' burnout and job satisfaction, the involvement of each of the trait EI factors is distinct depending on the predicted dimension.

In support to the above arguments, other studies have shown that emotional intelligence has a protective effect against occupational stress. For example, Mikolajczak et al. [11] showed that, when confronted with emotional labour, high trait EI individuals experience lower levels of burnout and somatic complaints. In Iranian samples, high EI was found to relate to low burnout in sport teachers of secondary schools [54] and in EFL teachers [55]. Similar findings are reported by Nikolaou & Tsousis [20] for Greek mental health professionals. Chan [9] found that emotional exhaustion is influenced by emotional appraisal and positive regulation while personal accomplishment was influenced by utilization of emotions in Chinese secondary school teachers. Regarding job satisfaction and trait EI, a positive relation was found by Guleryuz, Guney, Aydin, and Asan [56], in Turkish nurses. Specifically, job satisfaction was related with regulation of emotion and use of emotion, but not with the other factors of EI.

The results of our study illustrate the manner in which trait EI relates to burnout and job (dis)satisfaction in the legal profession. According to Stefancic and Delgado [31], the extended stress and burnout the lawyers experience is not due to the reasons that most writers used to indicate (e.g., heavy job demands, narrow specialization, intense pressures of the modern legal practice, etc.). Instead, they argue that the way lawyers are taught to think and reason is the main and deeper source of their susceptibility to stress and burnout. They claim that legal education inflicts on the law students a way of thinking that values precedent and doctrine above all and underestimates emotions, interpersonal relations and social context. In the same line, other authors suggest that the legal education should assist law students in improving their emotional capacities, managing their occupational stress, developing their personal skills and adopting positive attitudes; the development of emotional intelligence of law students can be the vehicle towards this transition [57].

Finally, low to moderate multiple R values in the regression analysis suggest that many other factors could be relevant in predicting lawyers' burnout and job satisfaction dimensions. Further research on probable personality-related predictors such as social skills, and interpersonal relationships with clients and peers, could clarify the sources of perceived burnout and job satisfaction of lawyers.

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